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ABSTRACT

The cultivation and utilization of an agency's human resources is a major administrative function of agency management. The development of the standards presented for personnel administration was guided by three major principles: (1) effective services to blind persons depend on utilization of qualified personnel; (2) staff workers can give their best service when they work under conditions which are conducive to the maintenance of high quality and quantity service and (3) organization and codification of personnel policies by means of an appropriate process assist in achieving these ends. (Other sections of this guide are available as LI 003342-003345 and LI 003347 through LI 003 351). (Author/NH)

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SELF-STUDY AND EVALUATION GUIDE | 1968 Edition

Personnel Administration and Volunteer Service

NATIONAL ACCREDITATION COUNCIL
For Agencies Serving the Blind and Visually Handicapped
84 Fifth Avenue
New York, N. Y. 10011

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INSTRUCTIONS

Two steps should precede the use of this Section:

1. *Section A, Manual of Procedures,* should be read for an understanding of the overall framework and governing principles of the self-study and accreditation process.

2. *Section B, Agency and Community Profile,* should be reviewed, since it embraces the statement of the agency's philosophy of service and program objectives, an indispensable base for evaluation of its work.

* * * *

This Section is designed to convey an accurate description of the agency's performance in a particular subject area. Three elements are employed to achieve this: a coded *Standards Checklist,* coded *Evaluation Ratings,* and *Comments.* Each is explained below.

Coding the Standards Checklist. Each standard describes a provision, condition or characteristic found in an acceptable agency; checking off, through the appropriate notation, whether and to what extent agency practice conforms to the standard provides a factual base for the succeeding evaluation.

In the parentheses ( ) preceding the standard, insert a symbol according to the following code.

✓✓—The standard is fully met.

✓—The standard is partly met.

O—The standard, although needed and desirable, is not met, or is met to such a limited extent as to be virtually inoperative.

?—The applicability of the standard to the agency is questioned.

X—The standard is clearly inapplicable to the agency.

Coding the Evaluation Ratings. Each evaluation question poses a criterion for judgment. Careful discrimination should be exercised in arriving at such judgment, bearing in mind that standards are not aimed at perfection but are keyed to realistic, attainable levels of performance. While the ratings embrace such concepts as *excellent, well, satisfactory, poor,* etc., which cannot be specifically defined, a valid judgment can be formulated if the evaluator balances a) the requirements postulated by the standard, b) the agency's stated philosophy of service and program objectives and its community relationships, and c) the practical knowledge derived from the evaluator's own professional experience.

In the brackets [ ] preceding the evaluation question, insert the code letter that best describes the agency's performance:

E—Excellent. The agency meets the criterion to the *fullest* extent and functions *excellently* in regard to it.

VG—Very good. The agency meets the criterion to the *fullest* extent and functions *well* in regard to it; or it meets the criterion to a *satisfactory* extent (i.e., not full coverage) and functions *excellently* in regard to it.

G—Good. The agency meets the criterion to a *satisfactory* extent and functions well in regard to it.

F—Fair. The agency meets the criterion to a *satisfactory* extent (i.e., not full coverage) but functions *poorly* in regard to it; or it meets the criterion to a *limited* extent but functions *satisfactorily* in regard to it.

P—Poor. The agency meets the criterion only to a *limited* extent and functions *poorly* in regard to it; or it makes *no provision* for meeting a needed criterion.

M—Missing. The element identified in the question is missing, but the agency's need for it is open to question.

NA—Not Applicable. The element identified in the question does not apply to the agency.

Comments. Just as not all of the standards necessarily apply to all agencies, not all of every agency's activities are necessarily covered by the standards. The space provided under *Comments* should be used to note any important feature or characteristic of the agency's activity relating to the subject but not included in the standard. Such notations may be supplemented, if necessary, by supporting data attached to the end of the Section, or by cross-references to other Sections. Addenda and cross-references should be accurately identified by notation of the Section and standard to which they pertain. (For example, material attached to the end of a Section might be marked "Supporting Data, Section D-4, 2-1"; a cross-reference might be noted as "See Section C-1, 2.3.3".)

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This section of the *SELF-STUDY AND EVALUATION GUIDE* is designed for use in conjunction with the other sections listed below. Any agency* undertaking a self-study will need the first seven sections listed below plus all *D* sections pertaining to the agency's services, an *E* form for each administrative, professional, and technical staff member, and the evaluation summary and report section.

The *GUIDE* is available either in a complete, bound edition or in separate sections from the National Accreditation Council for Agencies Serving the Blind and Visually Handicapped, 84 Fifth Avenue, New York, N.Y. 10011.

SELF-STUDY AND EVALUATION GUIDE

Section	Title
A	Manual of Procedures
B	Agency and Community Profile
C–1	Agency Function and Structure
C–2	Financial Accounting and Service Reporting
C–3	Personnel Administration and Volunteer Service
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D–3	Rehabilitation Centers
D–4	Sheltered Workshops
D–5	Social Services
D–6	Vocational Services
E	Individual Staff Member Information Form
F	Evaluation Summary and Report

*Special guides are available for agencies providing *only* sheltered workshop services (*SELF-STUDY AND EVALUATION GUIDE FOR SHELTERED WORKSHOPS*) and for residential schools (*SELF-STUDY AND EVALUATION GUIDE FOR RESIDENTIAL SCHOOLS*).

C-3

PERSONNEL ADMINISTRATION AND VOLUNTEER SERVICE

Guiding Principles

Cultivation and utilization of an agency's human resources–its employed staff and unpaid volunteers–is a major administrative function of agency management.

PERSONNEL ADMINISTRATION

Personnel administration comprises the recruitment, development, utilization, motivation and compensation of employees, and the maintenance of harmonious relations between employer and employees in general.

Implicit in the recruitment and retention of qualified staff is the existence of attractive salaries and fringe benefits. In the modern labor market it is perfectly proper, and in fact necessary, for service organizations to spend adequate funds for recruitment and training, not only to be in a position to compete for scarce categories of personnel but also to insure that their clients receive a high level of professional service.

The development of the standards presented herein for personnel administration was guided by three major principles:

- ☐ That effective services to blind persons depend on utilization of qualified personnel;
- ☐ That staff workers can give their best service when they work under conditions which are conducive to the maintenance of high quality and quantity of service; and
- ☐ That organization and codification of personnel policies by means of an appropriate process assist in achieving these ends.

VOLUNTEER SERVICE

Standards for volunteer service are coupled with standards relating to paid personnel in recognition of the essential partnership between employed staff and volunteers when they work side by side toward a common goal.

Although volunteers have played significant roles in service to the blind and visually handicapped for many years it is only in recent times that community organizations have become aware of the need to provide volunteers with the protection and support of a definite structure within which to operate. This carries a concomitant need for a set of acceptable standards to help insure continued volunteer participation and thus safeguard the valuable contribution these unpaid men and women make to the agencies they have elected to serve.

SHELTERED WORKSHOPS

Personnel practices relating to clients of sheltered workshops are not included herein; see *D-4, Sheltered Workshops.*

1. GENERAL PRACTICES

( ) 1.1 DEVELOPMENT AND PROMULGATION OF PERSONNEL POLICIES. Personnel policies and practices relating to paid employees are developed and periodically reviewed by the agency's governing body with the participation of the administrator and other employees; however, the governing body retains final responsibility and authority for the approval of all personnel policies.

( ) 1.1.1 Personnel policies and practices are set forth in writing.

( ) 1.1.2 The written statement of personnel policies and practices is readily available to each employee and each member of the governing body.

EVALUATION *[ ]* *1. How adequate are the agency's methods for developing and periodically reviewing personnel policies and practices?*

[ ] *2. To what extent are the personnel policies and practices readily made available in written form to each employee and each member of the governing body?*

Comments:

( ) 1.2 JOB DESCRIPTIONS AND CLASSIFICATION SYSTEM. The agency has a position classification plan based on a written description of each position.

1.2.1 Each job description contains the following:

( ) 1.2.1.1 A specific job title.

( ) 1.2.1.2 A description of the duties performed and responsibilities carried.

( ) 1.2.1.3 A statement of the amount of responsibility and judgment exercised.

( ) 1.2.1.4 The location of the position within the channel of authority and within the job classification system.

( ) 1.2.1.5 The qualifications required for the position.

EVALUATION *[ ]* *3. How adequate are the agency's job descriptions?*

Comments:

1.2.2 The job classification system is made up as follows:

( ) 1.2.2.1 Positions are grouped into classes containing positions of similar tasks, responsibilities and qualifications.

( ) 1.2.2.2 Classes of positions are grouped in orderly sequence reflecting their relationships with each other.

EVALUATION *[ ]* *4. How appropriately have positions been grouped and classified?*

Comments:

( ) 1.2.3 The governing body, administrator and other employees participate in the development and periodic review of job descriptions and the job classification system.

EVALUATION [ ] 5. To what extent do the board, administrator and other employees participate in the development and periodic review of job descriptions and the job classification system.

Comments:

( ) 1.3 SALARY RANGES. Salary ranges are set forth in writing for all classifications of positions.

( ) 1.3.1 Salary ranges are periodically reviewed by the governing body with the participation of the administrator and other staff.

EVALUATION [ ] 6. To what extent are salary ranges established, and periodically reviewed for all classifications of positions?

Comments:

( ) 1.3.2 Salaries are commensurate with the nature of the position, taking into account:

( ) 1.3.2.1 The diversity and complexity of duties.

( ) 1.3.2.2 The amount of responsibility and judgment exercised.

( ) 1.3.2.3 Location of position within the channel of authority.

( ) 1.3.2.4 The qualifications required.

EVALUATION [ ] 7. To what extent are salaries commensurate with the nature of the position?

Comments:

( ) 1.3.3 Salaries are fair and equitable, taking into account:

( ) 1.3.3.1 Prevailing rates for similar work in other non profit and commercial organizations.

( ) 1.3.3.2 National well as as local salary patterns.

( ) 1.3.3.3 Applicable legal requirements.

( ) 1.3.3.4 Standards established by recognized professional organizations.

EVALUATION [ ] 8. To what extent are salaries fair and equitable?

Comments:

( ) 1.3.4 Similar pay is given for substantially similar work, without regard to sex, race, color, age, handicap, marital status, religious creed, ethnic or national origin, or membership in a union or in an organization of which the primary purpose is the protection of civil rights, improvement of living conditions or human relations.

(The agency's position on Non-Discrimination is to be noted in *Section B, Agency and Community Profile*.)

( ) 1.3.5 Provision is made for periodic increments in salary on a basis clearly established by the agency.

EVALUATION [ ] 9. How adequate are the provisions for periodic salary increments?

Comments:

( ) 1.4 JOB EXPENSES. The agency reimburses authorized expenses incurred by an employee while carrying out his regular assigned job responsibilities or while serving as an official agency representative or delegate at a convention or other meeting.

EVALUATION [ ] 10. How adequate are the agency's provisions for reimbursement of authorized expenses?

Comments:

1.5 WORKING CONDITIONS. The physical working conditions for all employees comply with all local legal requirements for safety and sanitation; facilities are designed in such a way as to assure that all activities are carried out efficiently.

(Ratings and Evaluations should be provided in *Section C-4, Physical Facilities*.)

( ) 1.6 HOURS OF WORK. A specific number of hours are set forth in writing as the regular work week. Hours of work are based:

( ) 1.6.1 On applicable federal, state and local laws and regulations.

( ) 1.6.2 On the prevailing pattern in non-profit and commercial organizations.

( ) 1.6.3 When possible, on patterns established for the particular type of work involved.

EVALUATION [ ] 11. To what extent do the number of hours in the regular work week meet the above standards?

Comments:

( ) 1.7 OVERTIME. Frequent or excessive overtime is generally discouraged within the following conditions:

( ) 1.7.1 A professional worker is paid on the basis of his overall responsibilities rather than on the number of hours worked. When frequent or extensive assigned overtime cannot be avoided, provision is made for compensation either by extra pay or by time off.

EVALUATION [ ] 12. To what extent are provisions for compensation of professional workers based on the above standards?

Comments:

( ) 1.7.2 A non-professional worker is paid on the basis of hours worked. When overtime is assigned, compensation is made in accordance with federal, state and local labor laws and regulations.

EVALUATION [ ] 13. To what extent are provisions for compensation of non-professional workers for overtime work based on the above standards?

Comments:

( ) 1.8 HOLIDAYS AND LEAVES. Leaves of absence with pay, including holidays, are specified in the written personnel practices, taking into account:

1.8.1 Requirements of federal, state and local laws and regulations.

( ) 1.8.2 Prevailing practice in non-profit and commercial organizations.

( ) 1.8.3 Standards established by recognized professional organizations, when applicable.

EVALUATION [ ] 14. To what extent are provisions for holidays and leave of absense with pay based on the above standards?

Comments:

( ) 1.9 VACATION OR ANNUAL LEAVE. A definite period of vacation with pay is earned for services performed by all regular employees.

( ) 1.9.1 Vacation accrues at a specified rate for each full month of work, up to a stated maximum, for all regular employees who work on the basis of a 12-month year.

( ) 1.9.2 Special contractual provisions for vacation with pay are made in writing for employees who work on any other basis.

EVALUATION [ ] 15. To what extent do provisions for vacation or annual leave meet the above standards?

Comments:

( ) 1.10 SICK LEAVE. Regular employees are permitted time off with pay when they are ill.

( ) 1.10.1 Sick leave with pay accrues at the minimum rate of one day for each full month's work.

( ) 1.10.2 Unused sick leave is cumulative to a minimum of 90 working days.

( ) 1.10.3 Requiring medical confirmation of an employee's illness or inability to work is the prerogative and responsibility of the administrator or his delegated representative(s).

EVALUATION [ ] 16. To what extent do provisions for sick leave meet the above standards?

Comments:

( ) 1.11 PERSONAL OR EMERGENCY LEAVE. Absence with pay for emergencies or other personal reasons, including religious holidays, when specifically authorized by the administrator, is granted at the rate of five days per year for employees working on the basis of a 12-month year.

EVALUATION [ ] 17. To what extent do provisions for personal or emergency leave meet the above standard?

Comments:

( ) 1.12 JURY DUTY. Leave with pay for jury duty is provided on the basis that an employee called to serve on a jury suffers neither loss of regular income nor loss of vacation time.

( ) 1.12.1 A written policy exists concerning the disposition of juror fees.

EVALUATION [ ] 18. To what extent do provisions for leave with pay for jury duty meet the above standards?

Comments:

( ) 1.13 EDUCATIONAL LEAVE. Leave without pay is permitted, on the specific authorization of the administrator, for education related to professional development.

( ) 1.13.1 Such leave is granted without prejudice to employment status, rights under sick leave accumulation, . nure or retirement benefits.

EVALUATION [ ] 19. To what extent do provisions for educational leave meet the above standards?

Comments:

( ) 1.14 SABBATICAL LEAVE. Sabbatical leave is granted to professional staff in accordance with practices established by the profession with which the worker is identified.

( ) 1.14.1 Such leave is granted without predudice to employment status, tenure or retirement benefits.

EVALUATION [ ] 20. To what extent do provisions for sabbatical leave meet the above standards?

Comments:

( ) 1.15 MATERNITY LEAVE. After one or more years of service, provision is made for maternity leave, without pay, for a specific period of time.

( ) 1.15.1 Such leave is granted without prejudice to employment status, rights under sick leave accumulation, tenure or retirement benefits.

EVALUATION [ ] 21. To what extent do provisions for maternity leave meet the above standards?

Comments:

( ) 1.16 MILITARY LEAVE. Provision is made for leave of absence to enable employees to meet military obligations.

( ) 1.16.1 Military leave, without pay, is granted to an employee who enters extended active duty in the armed forces of the United States.

( ) 1.16.2 In accordance with law, an employee returning to the agency directly upon completion of such extended active duty suffers no loss in employment status, tenure or retirement benefits.

( ) 1.16.3 An employee who holds a military reserve or national guard assignment is permitted to be absent from the agency in order to serve a period of active duty not to exceed 17 consecutive calendar days per year. Such an employee has the following options regarding compensation by the agency during this time:

( ) 1.16.3.1 To charge the absence to accrued vacation time, if available; or

( ) 1.16.3.2 To receive from the agency the difference between his military pay and his regular salary, provided that his total compensation from military pay and agency pay does not exceed his regular salary from the agency.

EVALUATION [ ] 22. To what extent do provisions for military leave meet the above standards?

Comments:

( ) 1.17 HEALTH, HOSPITAL AND GROUP LIFE INSURANCE. Each paid employee is covered by adequate medical and hospital care insurance and group life insurance, at least partly financed by the agency, in accord with:

( ) 1.17.1 Generally accepted community practices in other non-profit and commercial organizations.

( ) 1.17.2 Standards established by recognized professional organizations.

EVALUATION [ ] 23. How adequate is the medical and hospital care insurance and group life insurance coverage provided by the agency for all paid employees?

Comments:

( ) 1.18 WORKMEN'S COMPENSATION. Workmen's compensation insurance is carried in accordance with appropriate state laws to protect any employee injured while on the premises or injured as a direct result of employment while off the premises, whether as a result of employee negligence or employer negligence.

EVALUATION [ ] 24. How adequate is the workmen's compensation insurance carried by the agency?

Comments:

( ) 1.19 LIABILITY INSURANCE. The agency carries sufficient liability insurance to protect the agency and its employees from lawsuits by persons other than employees on charges of malpractice or negligence in the use of agency premises or equipment.

EVALUATION [ ] 25. How adequate is the liability insurance carried by the agency?

Comments:

( ) 1.20 UNEMPLOYMENT INSURANCE. Unemployment insurance is provided in accordance with appropriate state laws and regulations.

EVALUATION [ ] 26. To what extent does the agency provide unemployment insurance?

Comments:

( ) 1.21 STAFF DEVELOPMENT. Provision is made for a planned program of in-service training, at the agency's expense, adapted to the different categories of employees.

EVALUATION [ ] 27. How adequate is the in-service training program?

Comments:

( ) 1.22 EMPLOYEES' RESPONSIBILITIES. Employees are expected to support the goals and purposes of the agency and to conserve its material resources.

( ) 1.22.1 All employees are encouraged to participate in the development of policies and practices affecting the agency's general administration and service programs.

( ) 1.22.2 Professional employees are encouraged to belong to, and participate in, appropriate professional organizations and to attend meetings and classes and to study professional literature pertinent to professional development, to the extent that these activities do not seriously interfere with job performance.

( ) 1.22.3 All employees are expected to conduct themselves on the job in accordance with generally accepted ethical practices.

( ) 1.22.4 Professional employees are expected to adhere to the codes of ethics officially adopted by the professional organizations to which they belong.

EVALUATION [ ] *28. How adequate are provisions for the responsible participation of staff in the development of agency policies and practices and in professional activities?*

Comments:

( ) 1.23 COLLECTIVE BARGAINING. Employees have the right to organize and bargain collectively in accordance with law.

EVALUATION [ ] *29. To what extent does the agency recognize the rights of employees to organize and bargain collectively?*

Comments:

( ) 1.24 APPEALS PROCEDURE. Procedures are set forth in writing under which an employee, including one whose employment has been terminated, may appeal any personnel action taken by the agency toward him with which he is dissatisfied.

( ) 1.24.1 These procedures include:

( ) 1.24.1.1 A clear description of the steps to be taken in the appeal.

( ) 1.24.1.2 An opportunity for a fair hearing.

( ) 1.24.1.3 Clear identification of the person or persons having authority for final decision.

( ) 1.24.1.4 Provision that the final decision is given to the appellant in writing.

( ) 1.24.2 In the case of an employee who has been suspended (i.e., given leave without pay) pending the outcome of the appeal, the following practices obtain:

( ) 1.24.2.1 If the decision finds in favor the of employee, adjustment is made retroactive to the date of suspension.

( ) 1.24.2.2 If the decision finds in favor of the agency, the personnel action under appeal is effective as of its original date.

( ) 1.24.3 Copies of all written communications pertaining to an appeal are filed in the employee's personnel record (2.9).

EVALUATION [ ] *30. How adequately are the agency's appeals procedures set forth and made available to employees?*

[ ] *31. To what extent do the agency's appeals procedures meet the above standards?*

Comments:

2. EMPLOYMENT PRACTICES

2.1 EMPLOYMENT OF THE ADMINISTRATOR. The governing body, with the advice of its personnel committee, hires and fixes the compensation and terms of employment of a suitably qualified administrator (*C-1, Agency Function and Structure)* and is responsible for terminating the employment of the administrator for proper cause.

(Rating and evaluation of this standard is provided for in *C-1, Agency Function and Structure*, Standard 2.13.)

( ) 2.2 EMPLOYMENT OF OTHER STAFF. The administrator or his delegated representative(s) hires all other employees who are qualified for the responsibilities which they are to fulfill; such employees are responsible to the administrator or to his delegated representative(s).

EVALUATION [ ] 32. How adequately do the agency's policies and procedures for hiring staff provide that this function is the responsibility of the administrator or his delegated representative?

Comments:

( ) 2.3 HIRING, ASSIGNMENT AND PROMOTION OF EMPLOYEES. The hiring, assignment and promotion of employees is based on their qualifications and abilities without regard to sex, race, color, age, handicap, marital status, ethnic or national origin, or membership in a union or in an organization of which the primary purpose is the protection of civil rights, improvement of living conditions or human relations.

(The agency's position on Non-Discrimination is to be noted in *Section B, Agency and Community Profile*.)

( ) 2.3.1 In non-sectarian voluntary agencies and in public agencies, there is no discrimination because of religious affiliation.

( ) 2.3.2 It is desirable that the question of legal residence not be a factor in considering an applicant's eligibility for employment.

( ) 2.3.3 Neither blindness nor the ability to see is, by itself, a qualification for employment.

( ) 2.3.4 Staff qualifications required by legal certification and licensing, as well as by established voluntary certification plans are observed.

( ) 2.3.4.1 Appropriate standards for personnel promulgated by recognized professional organizations are observed.

EVALUATION [ ] 33. To what extent does the agency utilize these fair employment practices in the hiring and assignment of employees?

Comments:

( ) 2.3.5 In filling vacancies, the agency gives consideration to promotion of qualified employees within the agency.

( ) 2.3.5.1 Employees are notified of vacancies.

EVALUATION [ ] 34. To what extent does the agency give consideration to the promotion of qualified employees in filling vacancies?

Comments:

( ) 2.3.6 Recruitment is conducted in accordance with generally accepted ethical practices.

( ) 2.3.6.1 Equal opportunity of employment is insured.

(The agency's position on Non-Discrimination is to be noted in *Section B, Agency and Community Profile*.)

( ) 2.3.6.2 The appropriate recognized organizations, agencies and professional groups are utilized whenever possible.

EVALUATION [ ] 35. To what extent is recruitment conducted according to generally accepted ethical practices?

Comments:

( ) 2.3.7 The agency provides the applicant with a job description (1.2) and with other pertinent facts, including any anticipated changes in the agency's function and structure that may have a direct bearing on the position to be filled.

( ) 2.3.8 The applicant is required to advise the agency of any conditions or anticipated developments that may have a direct bearing on his ability or availability to fulfill the duties of the position.

( ) 2.3.9 In the course of evaluating a candidate for a position, written references, including those from previous employers, are obtained whenever feasible.

( ) 2.3.9.1 Such references are filed in the employee's personnel record (2.9).

( ) 2.3.10 Appointment to a position is made in writing.

( ) 2.3.10.1 Contents of the appointment letter include the specific job title for which the person is hired, a brief description of the duties to be performed, the channel of supervision for the new employee, the location of the position in the job classification structure in accord with the job description (1.2), the rate of compensation and any special conditions of employment which do not conflict with the agency's personnel practices.

( ) 2.3.10.2 After the original appointment is made, any major changes in an employee's assignment are confirmed in writing.

( ) 2.3.10.3 The employee acknowledges in writing the appointment letter and any subsequent written communications about major changes in assignment.

( ) 2.3.10.4 All such written communications to and from the employee are filed in the employee's personnel record (2.9).

EVALUATION [ ] 36. To what extent does the agency follow the above practices?

Comments:

( ) 2.3.11 Reasonable recruitment expenses are met by the agency, including:

( ) 2.3.11.1 Reimbursement of authorized expenses incurred by applicants invited for interviews.

( ) 2.3.11.2 Reimbursement of authorized expenses incurred by virtue of relocation of new employees.

EVALUATION [ ] *37. How adequate are the agency's provisions for reimbursement of authorized recruitment expenses?*

Comments:

( ) 2.4 MEDICAL EXAMINATIONS. The agency has not only the prerogative but the responsibility to obtain a medical report concerning an applicant or employee at the time of employment and at such later times as deemed necessary.

EVALUATION [ ] *38. To what extent does the agency regularly require medical reports?*

Comments:

( ) 2.5 PROBATION. When a probationary period is required, its duration and conditions are specified in writing to the employee.

( ) 2.5.1 Personnel policies and practices which apply to an employee during the probationary period are the same as those which apply to all regular employees, unless specific exemptions are made in writing to the probationary employee.

( ) 2.5.2 The end of the probationary period is marked by a formal evaluation (2.7) and by a clear decision, communicated in writing, regarding:

2.5.2.1 Retention of the probationary employee as a regular employee; or

2.5.2.2 Continuance of probation for a further definite period of time; or

2.5.2.3 Termination of employment.

( ) 2.5.3 Copies of all written communications concerning probationary status are filed in the employee's personnel record (2.9).

EVALUATION [ ] *39. When a probationary period is required, to what extent are its duration and conditions specified in writing to the employee?*

Comments:

( ) 2.6 DURATION OF EMPLOYMENT. An employee who has successfully completed the probationary period, when such is required, for a position, and who continues to meet the agency's standard of performance, has the right to continue in the position until normal retirement (3.6) or resignation (3.5).

( ) 2.6.1 Performance evaluation is conducted in accordance with 2.7.

( ) 2.6.2 In the event of abolition of a position because of reorganization or retrenchment, an employee may be laid off in accordance with 3.2.

( ) 2.6.3 For an employee hired on a contractual basis, duration of employment is clearly set forth in the contract.

EVALUATION [ ] *40. To what extent are these criteria for duration of employment met?*

Comments:

( ) 2.7 PERFORMANCE EVALUATION. Formal evaluation of an employee's job performance provides the basis for individualized personnel administration.

2.7.1 Formal evaluation is conducted on the following occasions:

( ) 2.7.1.1 As required for the professional development of the employee.

( ) 2.7.1.2 When needed for purposes of administration.

( ) 2.7.1.3 When a significant change in the employee's job performance has been noted.

( ) 2.7.1.4 When the employee or his supervisor is reassigned or leaves the agency.

( ) 2.7.2 The evaluation relates specifically to performance on the job. When indicated, it extends also to relationships with other staff members and to personal behavior, on or off the job, which is either advantageous or detrimental to the agency.

( ) 2.7.3 The time of the evaluation, and the period covered by it, are made known to the employee in advance.

( ) 2.7.4 The evaluation process includes the participation of the employee and his immediate supervisor.

( ) 2.7.4.1 The authority of the evaluator is recognized.

( ) 2.7.4.2. Final authority for the evaluation rests with the administrator.

( ) 2.7.5 The evaluation is prepared in writing.

( ) 2.7.5.1 The employee is given the opportunity to read and discuss it.

( ) 2.7.5.2 The employee is given the opportunity to sign it as indication that he has read it.

( ) 2.7.5.3 The employee is given the opportunity to make a written statement concerning any points with which he disagrees. Such statement is filed with the evaluation in the employee's personnel record (2.9).

EVALUATION [ ] 41. How adequate are the agency's practices for formal evaluation of an employee's job performance?

Comments:

( ) 2.8 REFERENCES. Upon request, the agency provides written references to prospective employers and to other appropriate, responsible officials concerning current employees and former employees (for a reasonable period of time after termination).

( ) 2.8.1 References are factually correct and include all pertinent data.

( ) 2.8.2 References state the relationship of the writer to the person who is the subject of the reference.

( ) 2.8.3 References are limited in content to material in the subject's personnel record (2.9) which has been made known to him during the course of his employment in the agency.

( ) 2.8.4 Upon request, a copy of the letter of reference is made available to the subject.

EVALUATION [ ] 42. To what extent does the agency conform to the above standards regarding references?

Comments:

( ) 2.9 EMPLOYEE'S PERSONNEL RECORD. For each employee, a confidential record is maintained, available only to authorized persons, containing pertinent documents relating to the employee's status and job performance.

Supplemental Data:

Employees' personnel records contain the following pertinent documents whenever applicable:

		Check
Letters of reference from previous employers	(2.3.9.1)	☐
Letter of appointment	(2.3.10.4)	☐
Evaluations of performance	(2.7.5.3)	☐
References provided by the agency to others on current or former employees	(2.8.3)	☐
Copies of communications pertaining to layoff	(3.2.7)	☐
Copies of communications pertaining to demotion	(3.3.3)	☐
Copies of communications pertaining to resignation	(3.5.4)	☐
Copies of communications pertaining to retirement	(3.6.5)	☐
Copies of communications pertaining to appeals	(1.24.3)	☐

EVALUATION [ ] 43. How adequately are confidential agency personnel records maintained?

Comments:

( ) 2.10 PART-TIME EMPLOYMENT. A paid employee who works on the job part-time, but whose employment is on a regular and continuing basis, is subject to the same personnel policies and practices as those which apply to regular full-time employees, unless specific exemptions are made in writing in the appointment letter (2.3.10).

( ) 2.10.1 Part-time employees participate in Social Security in accordance with law.

( ) 2.10.2 The agency complies with all other applicable federal, state and local laws and regulations regarding conditions of employment.

( ) 2.10.3 Vacation and sick leave accrue to part-time employees. Such leave:

( ) 2.10.3.1 Is prorated in accordance with the number of scheduled days or hours worked; or

( ) 2.10.3.2 Is provided by contractual agreement between the part-time employee and the agency.

EVALUATION [ ] 44. To what extent do the agency's personnel practices for part-time employees meet the above standards?

Comments:

( ) 2.11 TEMPORARY EMPLOYMENT. Employees hired for a limited period are not necessarily subject to the same personnel policies and practices which apply to other employees.

( ) 2.11.1 Specific conditions of employment are set forth in the appointment letter (2.3.10).

( ) 2.11.2 Temporary employees participate in Social Security in accordance with law.

( ) 2.11.3 The agency complies with all other applicable federal, state and local regulations regarding conditions of employment.

EVALUATION [ ] *45. To what extent do the agency's personnel practices for temporary employees meet the above standards?*

Comments:

3. TERMINATION OF EMPLOYMENT

( ) 3.1 TERMINATION BY AGENCY ACTION. Provisions for termination of employment upon the initiative of the agency are set forth clearly in the written statement of personnel policies (1.1).

EVALUATION [ ] *46. How clearly and comprehensively are such provisions set forth?*

Comments:

( ) 3.2 LAYOFF. The agency observes the following practices in regard to layoff, which is removal from the payroll due to a) abolition of the position as a result of reorganization or retrenchment and b) the absence of any other possible or feasible assignment.

( ) 3.2.1 The agency gives the employee a clear, written statement of the reason for the layoff.

( ) 3.2.2 The employee is given a reasonable amount of advance notice in writing or, at the agency's discretion, is given pay in lieu of advance notice.

( ) 3.2.3 The agency, at its discretion, grants severance pay in an amount related to length of past service.

( ) 3.2.4 When more than one employee is involved, the agency establishes a formula governing the order in which employees are laid off.

( ) 3.2.5 The employee who is laid off has the opportunity, if he wishes, to resign formally (3.5) and be recorded as having resigned in good standing.

( ) 3.2.6 If the employee initiates action contesting the layoff under the appeals procedure (1.24) provision is made for suspension from employment (i.e., leave without pay) in lieu of formal termination, pending outcome of the appeal.

( ) 3.2.7 Copies of all written communications pertaining to layoff are filed in the employee's personnel record (2.9).

( ) 3.2.8 The foregoing provisions apply also to employees who are on authorized educational, sabbatical or maternity leave.

EVALUATION [ ] *47. To what extent do the agency's practices relating to layoff of personnel meet the above standards?*

Comments:

3.3 DEMOTION. The agency observes the following practices in regard to demotion, which is removal from a particular position, with an offer of a position of lesser responsibility, because of the employee's inability to perform satisfactorily in the position of greater responsibility.

( ) 3.3.1 A formal evaluation (2.7) precedes demotion.

( ) 3.3.2 The agency gives the employee a resonable amount of advance notice in writing.

( ) 3.3.3 Copies of all communications concerned with demotion are filed in the employee's personnel record (2.9).

EVALUATION [ ] 48. To what extent do the agency's practices relating to the demotion of personnel meet the above standards?

Comments:

3.4 DISMISSAL. The agency observes the following practices in regard to dismissal, which is discharge from employment because of unsatisfactory job performance, or because of a specific medical condition certified by competent medical authorities which may be detrimental to the employee or to others, or because of the commission of certain acts defined in the personnel policies and practices of the agency.

( ) 3.4.1 A formal evaluation (2.7) precedes dismissal.

( ) 3.4.2 The agency gives the employee a reasonable amount of advance notice in writing or, at its discretion, grants pay in lieu of advance notice.

( ) 3.4.3 The agency, at is discretion, grants severance pay in an amount related to length of past service.

( ) 3.4.4 If an employee initiates action contesting the dismissal under the appeals procedure (1.24), provision is made for suspension from employment (i.e., leave without pay) in lieu of formal termination pending outcome of the appeal.

EVALUATION [ ] 49. To what extent do the agency's practices relating to dismissal of personnel meet the above standards?

Comments:

( ) 3.5 TERMINATION BY EMPLOYEE ACTION–RESIGNATION. The agency makes provision for an orderly procedure to be followed by employees choosing to resign upon their own initiative.

( ) 3.5.1 The employee provides written notice of the intent to resign, giving the effective date of resignation.

( ) 3.5.2 The agency's statement of personnel policies (1.1) clearly sets forth the amount of time required for such advance notice.

( ) 3.5.2.1 In the case of persons employed on a contractual basis, a specific date is set forth in the written contract as the time by which advance notice of resignation is required.

( ) 3.5.3 The agency acknowledges in writing receipt of the employee's notice of resignation.

( ) 3.5.4 Copies of all written communications pertaining to resignation are filed in the employee's personnel record (2.9).

EVALUATION [ ] 50. To what extent do the agency's practices relating to resignations of personnel meet the above standards?

Comments:

( ) 3.6 TERMINATION THROUGH PLANNED RETIREMENT. The agency has a written retirement plan which includes the following:

( ) 3.6.1 Each paid employee participates in Social Security, or in an alternate governmental plan which provides similar basic benefits.

( ) 3.6.2 Each paid employee is covered by a supplemental retirement benefit plan designed to provide a reasonable level of retirement income when combined with the benefits provided under 3.6.1.

( ) 3.6.3 The agency's retirement plan states the normal retirement age and states also the conditions, if any, for earlier retirement or for the continuation of employment beyond such age.

( ) 3.6.4 As an employee approaches retirement age, he is advised of the agency's retirement plan and offered assistance in making the necessary transitional adjustment to retirement.

( ) 3.6.5 Each employee's retirement plan is confirmed in writing and a copy filed in the employee's personnel record (2.9).

EVALUATION [ ] 51. To what extent do the agency's practices relating to the retirement of personnel meet the above standards on a uniform basis?

Comments:

4. VOLUNTEER SERVICE

Volunteer service–given individually or in groups–is as old as the record of man. The giving of time, labor and interest is a component of the fabric of community life; the patterns of giving are many and varied.

Where formerly volunteer service was given primarily by a handful of socially conscious people, today large numbers of people in all levels of society are volunteers in some agency or program. With a heritage stretching back to the beginnings of formalized health and welfare movements, this vital volunteer resource is readily available as an effective force in helping to implement, finance and interpret agency programs. The use of volunteers is not, nor should it be, confined to voluntary agencies. The value of this service has long been recognized by administrators of public programs, and volunteers play an important part in public settings.

As it is in many other community organizations, volunteer participation is a necessary and important factor in agencies serving blind and visually handicapped persons. A by-product of volunteer service in such agencies is its contribution toward building positive attitudes in the community toward blindness.

Over the years, formally organized programs have been developed to supersede the sporadic, often unorganized and diffuse, earlier ways of giving service to others. Today volunteer services are usually administered through specific departments or divisions within community organizations. Clearly enunciated policies, procedures and practices are established to make possible optimum use of this important resource.

For purposes of these standards, which relate to direct service volunteers, a volunteer is any person who offers himself of his own free will and without monetary remuneration for service within an organization's program. Standards for the kind of volunteer service entailed in membership on a governing body or policy-making committee are discussed in C-*1, Agency Function and Structure*.

Does the agency utilize direct service volunteers within its program in addition to those who serve solely on the governing body or on policy-making committees? Yes ☐ No ☐

If yes, the agency should include *Part 4, Volunteer Service* in its self-study.

( ) 4.1 PLACE IN AGENCY STRUCTURE. Volunteer service is an integral part of the agency's overall functional structure.

( ) 4.1.1 Administrative authority and responsibilities are clearly delineated in writing.

( ) 4.1.2 Responsibility for administration of the volunteer service is assigned to qualified staff.

( ) 4.1.3 The volunteer service is designed to further the purposes of the agency and meet the needs of the agency clientele.

( ) 4.1.3.1 Purposes and policies of the volunteer service are stated in writing.

EVALUATION [ ] 52. How adquately are services provided by volunteers integrated into the agency's overall functional structure through a specifically designated volunteer service administered by qualified staff?

Comments:

( ) 4.2 PLANNING AND ORGANIZATION. The volunteer service is planned and organized with the participation of the governing body or its duly appointed committee, with the participation of staff and with the participation of community and client groups, where appropriate.

( ) 4.2.1 Relevant statutory requirements, if any, are observed.

( ) 4.2.2 The agency program is analyzed to determine what types of jobs can be performed adequately by volunteers.

( ) 4.2.2.1 The director of volunteer service (4.17) consults with other staff to determine where volunteers are needed.

( ) 4.2.3 Plans and organizational structure of the service are reviewed at specified intervals.

EVALUATION [ ] 53. How adequate are the provisions made by the agency for planning and organizing the volunteer service?

Comments:

( ) 4.3 CLIENT AND COMMUNITY NEEDS. The volunteer service is designed to identify and meet existing, emerging and changing needs of clients and the community.

( ) 4.3.1 The volunteer functions through direct and indirect service to individuals and groups as planned and appropriate.

( ) 4.3.2 The volunteer service complements and supplements, but does not duplicate, other recognized community programs with adequate facilities, program and leadership.

EVALUATION [ ] 54. *How adequately is the volunteer service organized to meet needs of clients and the community?*

[ ] 55. *How adequately does the agency keep abreast of other services in the community so that volunteer service complements and supplements other recognized programs but does not duplicate them?*

Comments:

( ) 4.4 RECRUITMENT. Recruitment of volunteers is based on established need; the need is not overstated in publicizing the recruitment effort.

( ) 4.4.1 Specific assignments are available when volunteers are recruited.

( ) 4.4.2 Existing and acceptable community volunteer recruitment resources, including Volunteer Bureaus, are utilized wherever possible.

EVALUATION [ ] 56. *To what extent is the recruitment of volunteers based on established needs and on the use of existing recruiting resources wherever possible?*

Comments:

( ) 4.5 SCREENING AND SELECTION. Volunteers are interviewed individually for specific assignments and are selected on the basis of their interest, knowledge, experience and availability.

EVALUATION [ ] 57. *How adequate are the procedures for screening and selection of volunteers?*

Comments:

( ) 4.6 PLACEMENT. The volunteer's assignment and scheduled hours are clearly defined; understood and accepted by both the volunteer and the agency staff.

( ) 4.6.1 There is a written description of each job to which volunteers are assigned.

( ) 4.6.2 Volunteer abilities and interests are related to each job requirement.

( ) 4.6.3 As volunteers gain skills, they may be reassigned to jobs requiring greater skills or responsibility.

( ) 4.6.4 Volunteer assignments are coordinated by the director of volunteer service.

( ) 4.6.5 Final authority in accepting or rejecting a volunteer for service in a department rests with the department director.

EVALUATION [ ] 58. *To what extent do the agency's procedures for placement of volunteers meet the above standards?*

Comments:

( ) 4.7 RECORDS. The agency maintains an individual record or file for each volunteer.

( ) 4.7.1 Contents include registration card or application form and information denoting position and hours to which volunteer is assigned, department and immediate supervisor.

EVALUATION [ ] 59. *How adequately are individual records maintained on each volunteer?*

Comments:

( ) 4.8 EXPENSES. Authorized expenses incurred by volunteers in carrying out assignments are met by the agency.

EVALUATION [ ] 60. *How adequately does the agency meet authorized expenses incurred by volunteers?*

Comments:

( ) 4.9 ORIENTATION. Volunteers receive an orientation before assignment. Material covered includes:

( ) 4.9.1 The agency, its structure and program.

( ) 4.9.1.1 A volunteer manual or handbook is developed by the agency, its contents embracing background of the agency, chart of organization, policies and procedures, ethics, description of services offered and any other pertinent information.

( ) 4.9.2 The professional areas in which the volunteers will give service.

( ) 4.9.3 The potentials and limitations of handicapped persons, special techniques of working with them, attitudes which may be present.

EVALUATION [ ] 61. *How adequate is the agency's orientation program for volunteers?*

[ ] 62. *How adequate are the handbook and other written materials provided to volunteers for purposes of orientation?*

Comments:

( ) 4.10 TRAINING. Each volunteer receives training for his work from a staff member or from another volunteer who has been trained.

( ) 4.10.1 Refresher training courses are held regularly.

( ) 4.10.2 The volunteer is given a clear understanding of all the reports and records he will be required to make.

( ) 4.10.2.1 Instruction in record keeping, sample records and report forms are made available.

EVALUATION [ ] 63. How adequately are volunteers trained for their specific assignments?

Comments:

( ) 4.11 SUPERVISION. The agency staffing plan provides for adequate supervision of volunteers.

( ) 4.11.1 The volunteer is responsible to a specific supervisor on each assignment.

( ) 4.11.2 The supervisor helps each volunteer to grow and develop on the job.

( ) 4.11.3 Volunteers are observed regularly and helped to improve their work, through regular and periodic individual and group conferences, in-service training and institutes.

EVALUATION [ ] 64. How adequately are volunteers supervised and helped to grow and develop on the job?

Comments:

( ) 4.12 EVALUATION OF PROGRAM. The agency makes a periodic evaluation of its volunteer program.

( ) 4.12.1 Strengths and weaknesses in recruitment policy and in training procedures are examined.

( ) 4.12.2 The suitability of job assignments is analyzed.

( ) 4.12.3 Evaluation is made of attitude and cooperativeness of the staff in sharing responsibility with volunteers.

EVALUATION [ ] 65. How adequately does the agency periodically evaluate its volunteer program?

Comments:

( ) 4.13 EVALUATION OF VOLUNTEERS. The performance of each volunteer is periodically reviewed with him by his supervisor.

( ) 4.13.1 At the end of a trial or probationary period, the volunteer's capacity and the suitability of assignment are estimated.

( ) 4.13.2 Qualities periodically evaluated include capacity to share work with staff and to work within agency regulations, ability to learn and use training, health and energy for the job assignment, and ability to have positive relationships with individual clients and groups.

EVALUATION [ ] 66. How adequate are the agency's practices for evaluation of volunteers?

Comments:

( ) 4.14 CHANGE OF ASSIGNMENT. A volunteer's assignment, after review and evaluation, may be changed after a period of time to relieve boredom, to prevent over-identification with individual clients or groups, or to provide progressively more challenging experiences.

EVALUATION [ ] 67. How adequately does the agency provide for reassignment of volunteers?

Comments:

( ) 4.15. RECOGNITION. The volunteer is given recognition for his work in the agency.

( ) 4.15.1 There is a written policy outlining recognition of volunteer participation.

( ) 4.15.2 Recognition is based on hours of work, quality of work, contribution to the agency, contribution to the community and other appropriate considerations.

( ) 4.15.3 The agency's professional staff members are consulted in relation to plans for recognition of volunteers.

EVALUATION [ ] 68. How adequate are the agency's procedures for the recognition of volunteers?

Comments:

4.16 DIRECTION OF VOLUNTEERS. The Director of Volunteer Service (common alternate titles: Volunteer Services Coordinator, Volunteer Services Supervisor) is qualified according to the following criteria:

( ) 4.16.1 Graduation from an accredited four-year college or university.

( ) 4.16.2 Five or more years of administrative or supervisory experience in a paid or voluntary capacity.

( ) 4.16.3 Ability to recruit and train volunteers for responsible service, to maintain an efficient and professional service, to work cooperatively with staff of other departments, to inform the public of the work of volunteers in the agency.

(Note: Section E, Individual Staff Member Information Form should be completed on staff members responsible for direction or coordination of volunteers.)

EVALUATION [ ] 69. How appropriate are the training and experience of staff members responsible for directing, supervising or coordinating volunteer services?

Comments:

( ) 4.17 RESPONSIBILITIES OF DIRECTOR OF VOLUNTEER SERVICE. The director is responsible for organizing, administering, supervising and coordinating the volunteer service.

( ) 4.17.1 With the approval of the agency administrator, and in cooperation with the supervisor of the service where the volunteer is assigned, the director is responsible for selection, evaluation, promotion or temination of volunteers.

( ) 4.17.2 The director is administratively responsible for all volunteers, even though their work assignments require supervision by other appropriate staff persons.

( ) 4.17.3 The director devises a method for such staff persons to report on the work, dependability and suitability of volunteers assigned to them.

( ) 4.17.4 In consultation with the agency administrator, the director participates in preparing the budget for the volunteer service.

( ) 4.17.5 The director maintains appropriate records of the volunteer service as dictated by agency requirements.

EVALUATION *[ ] 70. To what extent are the functions listed in 4.17 above the responsibility of the director of the volunteer service?*

Comments:

( ) 4.18 STAFF. Adequate clerical staff is available to meet the needs of the volunteer service.

EVALUATION *[ ] 71. How adequate is the clerical staffing for the needs of the volunteer services?*

Comments:

( ) 4.19 PHYSICAL FACILITIES. Suitable physical facilities are provided.

( ) 4.19.1 There is a separate office for the director of volunteers.

( ) 4.19.2 There are lockers or private space provided for personal belongings of volunteers on duty.

EVALUATION *How adequate are the physical facilities:*

[ ] 72. For the director of volunteers?

[ ] 73. For the personal belongings of volunteers?

Comments:

5. PROGRAMMING FOR IMPROVEMENT

A graphic picture of the agency's overall performance emerges when the evaluation ratings from the preceding pages are transcribed onto the Summary Table of Evaluation Ratings. A major value of gaining such a picture is that it spotlights the areas in need of strengthening and thus yields a useful guide to the planning of needed improvements.

Realistically speaking, it is rarely possible for ongoing programs to be subjected to a large number of simultaneous changes. It is, however, both possible and desirable to analyze the problems uncovered through the self-study and evaluation process, and to develop a time-table for tackling them. The process of classifying needed improvements into (1) those already under way, (2) those which can and will be undertaken in the near future, and (3) those which require longer-range planning, produces a program for change which can serve as an orderly guide for action.

The three questions which follow the Summary Table are designed to assist the agency in the development of such a program. They are also designed to help the Commission on Accreditation evaluate the agency in terms of one of the Commission's governing principles: "If deficiencies exist, the agency is willing to remedy them, and gives evidence of being capable of effecting the needed remedies within a reasonable period of time."

It should be borne in mind that changes are not necessarily restricted to the weaker areas of service or administration. If plans for improvement are contemplated in areas which are already good or excellent, so as to make them even better, these should not be overlooked in responding to the questions.

SUMMARY TABLE OF EVALUATION RATINGS

Instructions: Transcribe the evaluation ratings from the preceding pages onto this table by placing a check mark (√) in the appropriate column.

Standards to Which Evaluation Questions Relate		EVALUATION QUESTION	EXCELLENT	VERY GOOD	GOOD	FAIR	POOR	MISSING	NOT APPLICABLE
1.	General Practices								
1.1	Development and Promulgation of Personnel Policies	1							
		2							
1.2	Job Descriptions and Classification System	3							
		4							
		5							
1.3	Salary Ranges	6							
		7							
		8							
		9							
1.4	Job Expenses	10							
1.5	Working Conditions	–							
1.6	Hours of Work	11							
1.7	Overtime	12							
		13							
1.8	Holidays and Leaves	14							
1.9	Vacation or Annual Leave	15							
1.10	Sick Leave	16							
1.11	Personal or Emergency Leave	17							
1.12	Jury Duty	18							
1.13	Educational Leave	19							
1.14	Sabbatical Leave	20							
1.15	Maternity Leave	21							
1.16	Military Leave	22							
1.17	Health, Hospital and Group Life Insurance	23							
1.18	Workmen's Compensation	24							
1.19	Liability Insurance	25							
1.20	Unemployment Insurance	26							
1.21	Staff Development	27							
1.22	Employees' Responsibilities	28							
1.23	Collective Bargaining	29							
1.24	Appeals Procedure	30							
		31							
2.	Employment Practices								
2.1	Employment of the Administrator	–							
2.2	Employment of Other Staff	32							
2.3	Hiring, Assignment and Promotion of Employees	33							
		34							
		35							
		36							
		37							

SUMMARY TABLE OF EVALUATION RATINGS (Continued)

Standards to Which Evaluation Questions Relate		EVALUATION QUESTION	EXCELLENT	VERY GOOD	GOOD	FAIR	POOR	MISSING	NOT APPLICABLE
2.4	Medical Examinations	38							
2.5	Probation	39							
2.6	Duration of Employment	40							
2.7	Performance Evaluation	41							
2.8	References	42							
2.9	Employee's Personnel Record	43							
2.10	Part-Time Employment	44							
2.11	Temporary Employment	45							
3. Termination of Employment									
3.1	Termination by Agency Action	46							
3.2	Layoff	47							
3.3	Demotion	48							
3.4	Dismissal	49							
3.5	Termination by Employee Action– Resignation	50							
3.6	Termination through Planned Retirement	51							
4. Volunteer Service									
4.1	Place in Agency Structure	52							
4.2	Planning and Organization	53							
4.3	Client and Community Needs	54							
		55							
4.4	Recruitment	56							
4.5	Screening and Selection	57							
4.6	Placement	58							
4.7	Records	59							
4.8	Expenses	60							
4.9	Orientation	61							
		62							
4.10	Training	63							
4.11	Supervision	64							
4.12	Evaluation of Program	65							
4.13	Evaluation of Volunteers	66							
4.14	Change of Assignment	67							
4.15	Recognition	68							
4.16	Direction of Volunteers	69							
4.17	Responsibilities of Director of Volunteer Service	70							
4.18	Staff	71							
4.19	Physical Facilities	72							
		73							

1. What improvements are now under way?

2. What improvements are definitely planned for the immediate future? When are they scheduled for completion?

3. What improvements will require long-range planning to implement? When is it expected that this planning will be undertaken?

Name of Agency _____ Date _____

Completed by _____

_____

_____